U.S. AIR FORCE

CenterViews

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AIR FORCE CENTER FOR ENVIRONMENTAL EXCELLENCE ¥ BROOKS CITY¥ BASE,TEXAS

$7.9 million police complex completed in Iraq

Project finished on time, budget

Vol. 12, No. 1

CENTERVIEWS

(Courtesy photo)
Despite its location in an area plagued with heavy hostile activity, the police complex in Fallujah, Iraq, show here, was completed on schedule – with no reported safety or security incidents. See this and other stories in the Iraq Update section beginning on page 24. I'm assuming you're not going to move the story to another page; if you do, please insert appropriate page number."

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Suggestions and criticisms are also welcome.

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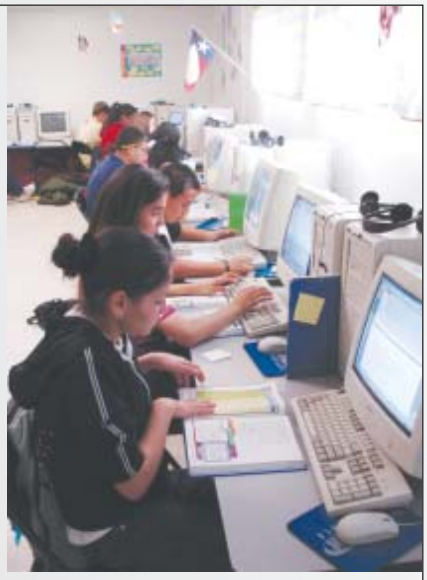

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Reading helps prepare the mind

View from the Center

It is a natural inclination to want to predict and control events in order to ensure that we are prepared to make the best of them. The desire to understand and exercise personal agency on our surroundings is a survival trait that has enabled humankind to adapt to events and environments throughout our history.

A related concept is self-efficacy. First described by psychologist Albert Bandura, it is the extent to which we perceive that we can successfully accomplish any given task. High levels of self-efficacy enhance our well-being and our ability to accomplish more in our lives. Simply put, the more we determine that we can succeed at a given task the more likely we are to believe that we can succeed in other, similar tasks. As we continue to build on our successes, they scaffold into more and more dissimilar areas until we have a general belief that we can take on any new job and acquire the knowledge and skills necessary to be successful at it.

Being able to understand and adapt to changes in our environment and having a healthy sense of self-efficacy means that instead of being threatened by new and unusual requirements, we are excited by the challenges they present. Change becomes a means to demonstrate and hone problem-solving capabilities, not a frightening trap or a dilemma that can't be resolved.

Today, in AFCEE and in the rest of the Air Force, there are many of us trying to cope with changes that we cannot fully describe. The lack of information about what those changes will be challenges that part of us that seeks to predict events in order to exercise meaningful control over our futures. Over time, the uncertainty this creates can challenge our sense of self-efficacy and cause perceived inabilities to cope, increased stress and self-defeating thoughts and behaviors.

The question becomes, in a time of great uncertainty, how do we proceed? What can we do to prepare for changes that we can't predict or describe? Another way of putting it is, what information do I seek in order to prepare for unknown change, appease my need to exert control over my life and continue to acquire the knowledge and skills I will need to face that unknown change.

"Did you ever observe to whom the accidents happen? Chance favors only the prepared mind."

—Louis Pasteur

As an answer, I offer you Louis Pasteur's prescription, above. Prepare your mind.

How? My suggestion is that you read. Read for knowledge, understanding and pleasure.

Today the body of literature on the subject of change is considerable. It addresses the topics I've raised above in much more depth and in contexts that can help at work, in the family or society at large. Knowing more about what change looks like and its impacts on organizational culture and the individuals within the organization will help you understand your place in this changing world even if you can't put specifics to the changes that are occurring. It gives you much needed information.

Professional reading is another important aspect of preparing ourselves for the future. To me, that

encompasses not only the works that focus on your specific discipline, whether that be the administrative, scientific, engineering, accounting or other professions; it also includes writings that pertain to our Air Force profession. Understanding the history of the Air Force, the current thinking of those who make it their life's work to discuss and analyze the state of our nation's defenses, the role of air power in recent conflicts – all of these things will help you better understand how you can prepare for the changes to come and position yourself to be in a better place for advancing in the Air Force, whatever it looks like next month, next year or in the next decade.

To that end, for those of you who haven't, I'd recommend that you visit www.af.mil/library/csafreading. There you'll find the Air Force Chief of Staff's professional reading program with a suggested list of books and resources.

Finally, reading for pleasure is truly time well spent. Whatever genre you enjoy – mystery, history, hobby-related, science fiction or others – giving yourself the gift of relaxing with a book that engages your mind for no other reason than that it does is a treasure not to be ignored.

Reading. It may sound like a simplistic prescription, but it's not. It's a real way of coping with the information deficit that we find ourselves in and helping prepare us for whatever is coming. But just as a physician's prescription won't help us if we don't take the medication, it won't help us if we just talk about reading. So, I've decided that here at AFCEE, we'll put in place the tools needed to have a reading program. As the first part of that, we'll establish a site on our intranet that will have the following components:

• My recommended professional reading list. In this I'll pass along to you those works I've found helpful and believe you will, too.

• A list of professional books that you recommend. As I'm thinking this over I see a place for books about your technical discipline as well as other books on change and organizational culture, the Air Force, military or governmental policy-making.

• A list of books you read for pleasure, along with reviews and a ratings list.

I offer this as a beginning. If the people of AFCEE want to make more out of this or want to include other elements to start and enhance a vibrant reading program, I ask them to send ideas to Vincent Laborde who will be heading up the effort.

And for those of you outside AFCEE who like this idea, drop Vince a note. If there's enough interest we'll look into how we might make our reading sites available to others. No promises, but we'll take a look. Meanwhile, I encourage you to visit the Chief's reading list to get started right now. Remember, "Chance favors only the prepared mind.".

Course, other services aimed at housing managers

HOUSING

A team of asset managers from AFCEE's Housing Directorate has developed a course to help base officials learn their responsibilities under the housing privatization program.

The course provides asset managers information they need to successfully accomplish the daily duties required in a "privatized world," said HD officials.

The team recently gave the new course to 17 managers from across the Air Force just before the start of the annual Professional Housing Management Association/Professional Development Seminar in San Diego.

According to directorate officials, the class seems to have hit a "homerun," with managers signing up for the next two course sessions scheduled for May and August in San Antonio.

Seventeen Air Force personnel attended the four-day course, which covered 13 modules that focused on such topics as understanding transaction documents; utilities/fire calculations and reimbursements; budgeting; and numerous other asset-management topics.

The course was briefed, also, at the seminar by Barb Burnham of HD's Housing Privatization Division, who is an advisor to the association's housing training committee.

Her presentation included information on feedback received about the training and the support and management service AFCEE can provide to installations.

Also making a presentation at the seminar was Elanore Decker, a Housing Directorate program manager, who briefed about 200 Air Force personnel on a number of asset management issues.

In addition to the course presentation, AFCEE sponsored the first-ever housing operations booth at the Professional Housing Management Association trade show. About 1,300 attendees visited the booth during the two-day event.

At the trade show, AFCEE staffers discussed the services the Center provides and introduced the new Asset Management Toolbox, a Website developed specifically to help Air Force housing personnel worldwide in their dealings with the privatization program. The toolbox is accessible through the Housing Privatization Asset Management Website http://www.afcee.brooks.af.mil/dc/dcp/news/transitionsupport/default.asp.

Each page on the Website has links to specific tips, tools and training resources related to the topics.

AFCEE Housing officials said the Website's goal is to provide relevant, easy-to-use information that will enable asset managers to perform their oversight functions and achieve the program's objectives successfully and efficiently at Air Force installations.

(Courtesy photos) Kelly Sieber, U.S. Air Force Academy (left), and Ruby Modica, Davis-Monthan AFB, Ariz., listen intently during AFCEE's four-day asset management course held here recently.

Elanore Decker, Housing Directorate program manager, works at the AFCEE housing operations booth during the Professional Housing Management Association trade show in San Diego. About 1,300 attendees visited the booth during the two-day event.

Refinancing brings down housing costs

HOUSING

The recent refinancing of military family housing privatization projects at Elmendorf AFB, Alaska, will reduce the loan rate and annual debt service and provide long-term financial benefits to the Air Force and the private-sector owner of the projects, AFCEE housing officials have announced.

A refinancing team consisting of staffers from the Housing Directorate and owner JL Properties worked for several months with Merrill Lynch, the financial and investment firm, to develop a more competitive financing package for Aurora Military Housing projects I and II.

AFCEE officials said the team reviewed numerous financing structures and scenarios using financial models based on each project's financial performance.

After several negotiations, the team agreed to proceed with the bond offering that was most beneficial for the project and the Air Force.

Prior to the refinancing, the prevailing interest rates for the Phase I and II senior loans exceeded current competitive rates offered by the debt capital markets. After agreeing on the terms and pricing of the refinancing, the project owner and Merrill Lynch executed a bond offering to restructure the senior loans in both phases.

As a result, the loan rate for Phase I dropped from 7.375 percent to 5.781 percent; and Phase II from 7.250 percent to 5.861 percent.

This reduction brought down also the annual debt service for Phase I from $3.978 million to $3.921 million and from $8.40 million to $7.64 million for Phase II.

Annual debt service is the amount of money required to pay off interest and principle on a long-term debt.

Officials added that the reduction in debt payments helps improve the monthly cash flows that will be split between the project owner and the Air Force, thereby increasing deposits to the Air Force Reinvestment Account for both project phases. In addition, more funds will be available for whole house renovations and the owner will be able to provide better quality-of-life enhancements to the projects and improve amenities to the residents.

The Phase I offering provided additional benefits, including paying off with additional bond proceeds a debt obligation of almost 11 percent to the owner and replacing it with a refinanced debt of 5.78 percent.

Further, refinancing of Phase I allowed the Air Force to negotiate and amend specific deal terms to provide more consistency between both project phases. Most notably, renters insurance will now be available to tenants in Phase I as it had been for those in Phase II. Additional bond proceeds were requested as part of the bond offering to cover the cost of including renters insurance for the life of the project. Offering renters insurance will ensure tenants share the same benefits in both phases, said AFCEE officials.

(Courtesy photo)
This house is one of the units in the Aurora Military Housing projects at Elmendorf AFB, Alaska. A recent refinancing will reduce the loan rate and annual debt service of the projects while providing long-term financial benefits to the Air Force and the private-sector owner

The successful execution of the bond refinancing and the resulting economic benefits are a testament to the strength of the public-private partnership that makes Elmendorf a leader in Air Force privatized housing, said John Leineweber, managing director for Jones Lang LaSalle, which provides real estate support services to AFCEE.

He noted that the refinancing benefited all the parties involved. “The installation received a more secure reinvestment account, the Air Force received confirmation that it has a solid competitive program and the privatization partner achieved greater liquidity.”

Overall, improving the financial security of the projects not only benefits every stakeholder involved in the privatization project but, more importantly, helps ensure the highest level of housing for our military service members in the years to come, Mr. Leineweber added.

The two project phases were originally awarded in March 2001 and September 2004, respectively.

Phase I involved 828 privatized houses developed at a cost of $106 million. It consisted of 244 new units built, 176 replaced, 200 renovated and 208 that required no initial work. This phase provided also two community centers, a “U-Fix-It” shop, an outdoor skating rink, a snow sled hill and a recreational vehicle and boat lot.

Phase II involved 1,194 homes valued at $227 million. There were 210 new units built, 552 replaced with new construction, 287 renovated and 145 requiring no initial work. This phase included also a community center and U-Fix-It shop as well as playgrounds and basketball courts.

The original military construction (MILCON) costs were $135 million and $305 million, respectively, with privatization resulting in a savings of $107 million for the Air Force, said AFCEE officials.

Ceremony marks unveiling of new homes at Hickam

HOUSING

A recent dedication ceremony attended by business and community leaders marked the unveiling of eight new homes of a military family privatization housing project at Hickam AFB, Hawaii.

The event included presentations by Sen. Daniel Akaka, Col. Bill Changose, 15th Airlift Wing commander, and a traditional Hawaiian "blessing" by Kahu (Rev.) Kordell Kekoa.

Commenting on the decorative taro-leaf design on the front of the houses, Reverend Kekoa noted that the taro, one of the most sacred plants to Hawaiians, symbolizes life, family and sustenance. The plant's roots are used for making poi, the primary staple in the Hawaiian diet for centuries.

Reverend Kekoa and the wing commander also untied a maile lei in front of one of the new units. The lei was traditionally worn only by royalty but today is used on special occasions and ceremonies. During the event, the clergyman gave a prayer in Hawaiian followed by an English translation and spoke of the origins of the special lie: "the great care" that goes into its preparation and compared that with the "care that went into building the new homes for Hickam families."

Following the ceremony, guests were invited to tour the houses.

Base officials were complimentary of their partnership with the project developer and said construction and renovations continue ahead of schedule.

The units were built by Actus Lend Lease, a firm based in Nashville, Tenn., and with branch offices in California, Hawaii and New Jersey.

Base officials said the firm will build a total of 750 units, and more new homes will be ready soon for occupancy.

The first families to move into the recently completed units said they were "anxious and excited" to settle into their new homes, said base officials.

In addition to the housing units, the community features include also a children's "tot-lot" and a basketball court.

(Courtesy photo)
A traditional Hawaiian "blessing" was part of the ceremonies marking the unveiling of eight new homes of a military family privatization housing project at Hickam AFB, Hawaii.

Technology

By Erica Becvar
Technical Directorate

Air Force, AFCEE benefit from membership in state-led coalition

AFCEE and the Air Force are seeing the benefits of several years of actively participating in the **Interstate Technology and Regulatory Council, or ITRC,** a state-led coalition that promotes the use of innovative environmental technologies.

The ITRC is a diverse mix of environmental experts and stakeholders from both the public and private sectors. The coalition is made up of 43 states, the District of Columbia, numerous federal partners, industry participants and other stakeholders – all of whom work together to make it easier to introduce new technologies and thus help states maximize their resources.

AFCEE, in partnership with the ITRC, is working to reduce environmental risk and expedite site closure in a number of ways, such as cutting regulatory approval time for new technologies and overcoming regulatory obstacles.

To promote the ITRC mission in ways that benefit the Air Force, AFCEE is involved in the organization in a number of ways. These include representing the Air Force as a non-voting member of the ITRC board of directors and providing input on the coalition's current and future direction.

The Center works also to review and distribute ITRC guidance documents and training programs throughout the Air Force. These are intended to help regulatory staff and technology vendors deploy innovative technologies and establish a network of technical resources and support for implementing new ideas in their own organizations.

Additionally, AFCEE scientists and engineers serve as members on several technical teams that provide a forum for information exchange and technology transfer among states and other parties. For example, the AFCEE members serve on teams that focus on such topics as enhanced attenuation of chlorinated organics; remedial process optimization, or RPO; bioremediation of dense non-aqueous phase liquids (DNAPL); and perchlorate. AFCEE staffers work actively with these teams to write guidance documents and prepare and present training materials.

Two of the most important and most easily realized benefits from Air Force participation in the ITRC are the guidance documents and online training. The guidance documents cover a myriad of remediation technology and process areas. Just a few examples include RPO, sampling characterization and monitoring; small arms firing ranges; Brownfields; diffusion samplers; and phytoremediation. All of these documents, in addition to many more, can be downloaded from the ITRC Website, located at www.itrcweb.org.

The latest online documents cover such topics as characterization, design, construction and monitoring of bioreactor landfills; examination of risk-based screening values and approaches to selected states; above-ground treatment technologies; and a number of others.

In addition to these documents, the ITRC and its partners generate and disseminate free classroom and online training. These Internet-based courses are unique forums for the exchange of technical and regulatory information on environmental technologies and approaches for site characterization, monitoring and remediation.

In conjunction with U.S. EPA's Technology Innovation Program, the ITRC delivers training courses via the Internet to a geographically dispersed audience of regulators, consultants and other members of the environmental community. The sessions last about two hours, cover technical and regulatory information specific to environmental technologies and innovative approaches and are supported by ITRC guidance documents.

At the end of the presentations, participants are guided to links for related documents and other online resources. These courses, which can be accessed at www.itrcweb.org/ibt.asp, are available to the public at any time and are archived upon completion.

Just a few examples of courses currently available include:

• Performance Based Management, which is based on the AFCEE model and available on the AFCEE Web University Website;

. . . Internet-based courses are unique forums for the exchange of technical and regulatory information on environmental technologies and approaches for site characterization, monitoring and remediation.

• Constructed Treatment Wetlands;

• Environmental Management at Operating Outdoor Small Arms Firing Ranges;

• Guidance for Characterization, Design Construction, and Monitoring of Mitigation Wetlands; and

• Perchlorate: Overview of Issues, Status, and Remedial Options

Overall, DOD's participation in the ITRC has increased over time. In particular, the Air Force has realized many benefits and significant cost savings and avoidances through its association with the organization. These are some examples:

• At McGuire AFB, N.J., ITRC engagement avoided unacceptable delays at a C-17 aircraft hangar project, saving a year in project completion time and an anticipated $37 million;

• At Lackland AFB, Texas, the need for hauling 3,500 truckloads of soil was eliminated, saving approximately $10 million;

• At several Pacific Air Forces sites, time was saved and an improved working understanding was achieved over unexploded ordnance, UXO, RPO, and sampling issues that saved the Air Force and the Defense Logistics Agency approximately $34 million;

• At Kelly AFB (now Kelly USA), Texas, ITRC engagement helped restore public confidence in the technical merit of several remedial decisions confronting the community, resulting in getting one of the Air Force's largest cleanups back on track

AFCEE will continue to represent the Air Force on the ITRC board and its individual technical teams. However, the Center is always striving to enhance the ITRC mission and thus support the Air Force by bringing in additional experts, participants and lecturers.

Everyone is encouraged to join the ITRC, with membership for government employees being free. And anyone who wishes to provide input to the Air Force for inclusion in the ITRC or wants to get in touch with AFCEE's representative are asked to contact Dr. Javier Santillan, AFCEE/TDE, at 210-536-4366 or javier.santillan@brooks.af.mil.

Technology

By Don Ficklen
Technical Directorate

Over the last several years, AFCEE has been actively involved in developing and applying innovative technologies to remediate subsurface contaminant source areas, particularly those that contain non-aqueous phase liquids (NAPLs).

NAPLs can be subdivided into light non-aqueous phase liquids (LNAPLs), which are compounds that float on the water table, such as fuels; and dense non-aqueous phase liquids (DNAPLs), heavier than water compounds present under the water table. Common examples of the latter include the chlorinated solvents tetrachloroethene (PCE), trichloroethene (TCE), trichloroethane (TCA),

(Photo courtesy URS Corporation) A well is dug to get to the water table at a trichloroethene (TCE)-contaminated site at Air Force Plant 4, an active military manufacturing installation in Fort Worth, Texas.

TecTechnologies tackle source -area contaminants

dichloroethene (DCE) and vinyl chloride (VC). These are collectively categorized as chlorinated aliphatic hydrocarbons (CAHs).

DNAPLs are present in groundwater at more than 3,000 Department of Defense and Defense-related contractor sites and account for about 80 percent of all Superfund sites with contaminated groundwater. Containment of contaminants at these sites has been estimated to cost over $100 million annually, with life-cycle costs exceeding $2 billion.

A recent survey conducted by the Navy reported that the average DNAPL source-area site had an estimated impacted volume greater than 3,700 cubic yards and would cost anywhere from several hundred thousand dollars to tens of millions of dollars to remediate.

In their DNAPL form, CAHs are a challenge to clean up because they are a continuing long-term source for dissolved-phase groundwater contamination. The low aqueous solubility and complexity of movement and entrapment of DNAPLs in heterogeneous aquifers (such as low permeable clays and silts) or in fractured rock aquifers, make CAH-contaminated source areas a major challenge to locate and treat for site managers and other decision-makers.

In the late 1980s and early 1990's, pump-and-treat was the remediation technology most frequently selected for DNAPL site remediation. However, remediation attempts resulted in less than desirable outcomes, including long treatment times resulting in low mass removal efficiencies and at very high costs. In general, the technology was ineffective in improving groundwater quality, despite decades of treatment.

In recent years, however, several innovative technologies have been developed and implemented at DNAPL source areas with variable degrees of success. These source-area technologies include air sparging, in-situ bioremediation, chemical oxidation, thermal treatment and surfactant/co-solvent flushing.

Despite documented successes in reducing contaminant mass within the source zone, none of these current technologies can be expected to remove *all* DNAPL contaminants, even under favorable conditions. Even if a large percentage of the DNAPL source is eliminated using these source-area technologies, the DNAPL remaining after treatment may lead to continued and persistent contaminant groundwater plumes.

AFCEE . . . was one of the first organizations to implement and evaluate several source-zone

AFCEE, in partnership with the other services and the Office of the Secretary of Defense Strategic Environmental Research and Development Program (SERDP) and Environmental Security Technology Certification Program (ESTCP), was one of the first organizations to implement and evaluate several source-zone investigative tools and treatment technologies for the Air Force.

One example of these is biostimulation of DNAPL source zones, in which emulsified vegetable oil and various other substances are added to the groundwater to enhance in-situ reductive DNAPL dechlorination that breaks down the contamination into harmless compounds. In recent projects, AFCEE has used bioaugmentation, which introduces native organisms in situ to degrade the more persistent CAHs.

AFCEE-led evaluations of source-area remediation activities performed at Cape Canaveral Air Station, Fla.; Williams AFB, Ariz.; Air Force Plant 4, Texas; and Altus AFB, Okla., have provided valuable information on the efficacy of source-zone remediation.

AFCEE is working in partnership with SERDP and ESTCP on 11 source-area remediation projects totaling more than $6.4 million and is a member of the Interstate Technology Regulatory Council DNAPL Team and the Remedial Technology Development Forum EPA NAPL Cleanup Team. Additionally, the Center participates in the SERDP/ESTCP Source Zone Initiative to identify key issues and prioritize research, development and testing and evaluate needs to reduce the uncertainty of DNAPL source-zone remediation.

Other recent AFCEE source-zone initiatives include development of the first protocol and restoration program manager user guide for DNAPL source-zone remediation, which is due out in the summer, and a cost-and-performance benefit analysis of sites that have undergone thermal remediation. In addition, AFCEE is working with SERDP to evaluate the performance of in-situ chemical oxidation technologies at several DNAPL source-area sites.

To access the many resources, tools, and links for DNAPL source zone areas, see the new AFCEE Source Zone Treatment Website at: http://www.afcee.brooks.af.mil/products/techtrans/NAPLSourceZoneTreatment/default.asp, or contact Don Ficklen at 210-536-5290, holmes.ficklen@brooks.af.mil.

AFCEE staffer is online instructor

Dr. Javier Santillan of AFCEE's Technical Directorate, is one of the instructors for the Performance-based Management, or PBM, course being offered online by the Interstate Technology Regulatory Council (see related story page 11) as part of its Remediation Process Optimization Advanced Training.

"This new concept is being introduced to regulators throughout the nation," said Dr. Santillan.

He said the ITRC defined PBM as: "a strategic, goal-oriented, uncertainty management methodology implemented through effective planning and timely decision-logic that focuses on desired end-results. PBM promotes accelerated attainment of cleanup objective in an efficient process."

The AFCEE definition is different, said Dr. Santillan. PBM is defined here as "a holistic and systematic results-oriented confidence, contingency and information-management assessment to expedite closure." It incorporates these features:

• Clear and accurate definition of the environmental problem through updated conceptual site model, or CSM;

• An established exit strategy and development/implementation of decision logic and analyses;

• Identification and tracking of performance-based metrics; and

• Performance-based contracts.

In addition to Dr. Santillan, the other instructors are Tom O'Neill, New Jersey Department of Environmental Protection;'Sriram Madabhushi, South Carolina Department of Health and Environmental Control; Richard Hammond, U. S. EPA Region 4, Atlanta; Dave Becker, U. S. Army Corps of Engineers, Omaha, Neb.; and Bud Johnson, Remedial Operations Group, Crosby, Texas.

The training is co-sponsored by the EPA Office of Superfund Remediation and Technology Innovation.

Dr. Javier Santillan

For more information, visit the ITRC Website at www.itrcweb.org or the EPA Office of Superfund Remediation and Technology Innovation site at www.clu-in.org.

design excellence and construction awards 2006

(Courtesy Photo)
The base supply complex for the Nevada Air National Guard in Reno was the recipient of an Honor Award for facility design in the Air Force's 2006 agent, design excellence and construction competition.

Agent Awards

Design Agent of the Year
Integrated Product Team West (Calif.), Naval Facilities Engineering Command

Construction Agent of the Year
Transatlantic Program Center (Va.), U.S. Army Corps of Engineers

Design Through Construction Agent of the Year
Alaska District, USACE

Civilian Project Manager of the Year for Design
Ann B. Miller, Atlantic Division, NAVFAC

Civilian Project Manager of the Year for Construction
Stacy L. Turner, Mobile (Ala.) District, USACE

Civilian Project Manager of the Year for Design Through Construction (tie)
Steven B. Eaton, New England District, USACE
Craig L. Shumate, Louisville (Ky.) District, USACE

Air Force Design Excellence Awards

Military Category
Maj. David P. Wilder, 460th Civil Engineer Squadron, Buckley AFB, Colo.

Civilian Category
Patricia S. McCutchin, Air Force Reserve Command, Robins AFB, Ga.

Design and Construction Awards

Honor Award
Planning Studies & Design Guides
The Green Plan, Grand Forks AFB, N. D.

Concept Design
Chapel Facilities, Buckley AFB
Dormitory, Thule AFB, Greenland

Landscape Architecture
Dormitory Campus, Elmendorf AFB, Alaska

Facility Design
Small arms range, Wright-Patterson AFB, Ohio
Base supply complex, Nevada Air National Guard, Reno

Merit Award
Planning Studies & Design Guides
General Plan, McChord AFB, Wash.

Concept Award
Air Force Weather Agency Headquarters**,** Offutt AFB, Neb.
U.S. Central Command Joint Intelligence Center**,** MacDill AFB, Fla.
Entry control facilities, McGuire AFB, N.J.
Kaiserslautern Military Community Center, Ramstein Air Base, Germany

Merit Award
Interior Design
Squadron Operations Facility, Ellsworth AFB, S.D.
Air National Guard Air Readiness Center, Andrews AFB, Md.
Cyber CafÈ, Peterson AFB, Colo.
Air Mobility Command Heritage Hall, Scott AFB, Ill.

Merit Award
Landscape Architecture
Headquarters landscaping**,** Kirtland AFB, N.M.
Cocheo Park**,** Vandenberg AFB, Calif.

Merit Award
Facility Design
Hall of Missiles, USAF Museum, Wright-Patterson AFB, Ohio
Visitor center/entry control gates, Schriever AFB, Colo.
Base civil engineer facility, Nevada Air National Guard

Citation Award
Planning Studies and Design Guides
Facilities Excellence Guide, Air Force Space Command

Citation Award
Concept Design
C-5 fuel cell, corrosion and maintenance hangars, Tennessee Air National Guard, Memphis
Character Development Center, U.S. Air Force Academy, Colo.

Citation Award
Facility Design
Predator squadron operations/aircraft maintenance unit facility, Creech AFB, Nev.
C-17 corrosion control/maintenance hangar**,** Mississippi Air National Guard, Jackson

Vance recycling program deprives landfills, helps education

The Resource Recovery and Recycling Program staff at Vance AFB, Okla., started a program to recover and reuse heavy-duty moving boxes used by military family housing residents leaving on reassignment.

These boxes, which typically cost $4 each, were being discarded and eventually ended up in a landfill.

In an effort to reduce the waste stream and save money, the RRRP staff developed a program to collect serviceable boxes and packing paper and reissue them to other residents who also were relocating.

The RRRP team began collecting and storing moving boxes of various sizes and advertised the reuse program to base residents via e-mail, the base newspaper and word-of-mouth. By providing a "one-stop-shop" service to base residents, the program significantly reduced the volume of discarded materials. Since the program began last summer, almost 1,800 boxes have been reissued, amounting to more than $7,000 in savings to base residents.

The program is offered to base residents depending on the amount of material available, but so far the demand has never exceeded the supply.

In another recycling initiative at Vance, the RRRP team established drop-off locations to collect spent inkjet printer cartridges and picked up larger toner cartridges at individual offices.

The staff signed a Memorandum of Agreement under the "Recycle for Education" program with the local Staples office supply store that calls for the retailer to pick up the collected inkjet cartridges once a quarter and clean and refill them. The items then go back on the store shelves and are sold at a reduced price, with a dollar from each sale going to local schools.

Since the program began, Vance AFB's participation has generated an average of 350 pounds of cartridges per quarter, amounting to $2,000 in contributions. With Staples' contribution, grants totaling $20,000 were provided to various Oklahoma education programs, including the Enid Public School Foundation. The grants support art and science programs.

"Recycling is not mandatory on base, but it's certainly the smart thing to do," said Shannon Elledge, Vance recycling manager. "Putting money into schools is a much better choice than adding to the landfill."

For more information on both of these programs, contact Mr. Elledge at DSN 448-6226.

Peterson prevents pesky prairie dog problem

When environmental flight personnel began seeing a sharp increase in the number of prairie dogs just outside the boundary line fence, they knew something would have to be done to keep the cute little critters from migrating onto Peterson AFB, Colo., property.

For years, prairie dogs had stayed outside the fence on adjoining property. A few had migrated onto an undeveloped portion of the base, but last summer there was a significant increase in the number of prairie dogs just outside the fence line.

Based on prairie dog colonization patterns, it was just a matter of time before they spread into the base in very large numbers. The existing eastern boundary fence is adequate to deter two-legged intruders, but very soon the animals would simply burrow beneath the security fence in search of greener pastures and new home sites.

The planned expansion of the Space Command Headquarters campus area and a proposal to build additional family housing units on base, have made vacant real estate at Peterson a rare commodity, so allowing a prairie dog colony to become established on base is not feasible.

Prairie dogs can create health problems and attract predators, such as circling hawks or coyotes on the runways, which pose a threat to air traffic. Bird aircraft strike hazard, or BASH, is taken very seriously in the military and commercial aviation world.

Peterson's conservation staff was concerned that a tract of land adjacent to the family housing area was going to become a prairie dog colony.

At the same time, the conservation staff is trying to take an integrated proactive approach for control and prevention now, instead of having to come in at some future date and try to trap and remove or exterminate the critters.

Several ideas were considered, and it was decided that the best option was to modify the boundary fence to make it more difficult for prairie dogs to come through or burrow under the structure and in that way deter their movement enough so that they would look elsewhere for new burrow sites.

The project consisted of: adding another layer of coated wire mesh to the bottom of the existing vertical boundary fence; installing a two-foot horizontal section of fence just below and parallel to the ground surface perpendicular to the existing boundary fence; and cutting a two-foot deep trench two feet away from and parallel to the existing boundary fence and placing another two-foot vertical section of fence inside the trench below the ground surface.

All three of these fence sections are connected to form one continuous barrier. The conservation staff does not anticipate this to be a 100 percent barrier, but more of a deterrent to impede or diminish the likelihood of prairie dogs crossing at any point where the fence is modified. A local fencing contractor had some innovative ideas to make the fence functional and blend into the existing fence.

The conservation staff will continue to monitor the area to see if there is any migration into previously unused areas, especially in the late spring and summer when the young prairie dog pups start to leave digging to establish their own burrows. If the fence modification works as anticipated, additional sections will be installed each year as funding allows.

This article originally appeared in the April issue of Frontiers, an Air Force Space Command publication. It is used here with the editor's permission.

Below, workers begin modifying the fence at Peterson AFB, Colo., to keep out prairie dogs. The critters can pose a health problem and also endanger flight operations because they attract hawks and other predators.

(Courtesy photos) Top, prairie dogs burrow near the boundary fence at Peterson AFB, Colo. The base has modified the fence to keep the critters out instead of later having to trap or exterminate them.

Environmental symposium trains more than 1,000 students

Air Combat Command's 2006 Environmental Symposium held earlier this year in Pittsburgh is being hailed as a major success.

Offering more than 117 courses in 525 class sessions and 164 technical sessions, the 15th annual training event attracted over 1,000 students from across the Air Force.

The symposium was created by a partnership involving Air Combat Command, Air Education and Training Command, Air Mobility Command, Air Force Space Command, Air Force Reserve Command and AFCEE.

(Photo by Ralph Monson, Air Education and Training Command)
A student receives instruction materials when registering for Air Combat Command's 2006 Environmental Symposium held earlier this year in Pittsburgh.

"The average student received over $12,000 in real training, for the cost of a single TDY (temporary duty)," said Col. Tim Byers, ACC director of Installations and Mission Support. "At the same time, Air Force major commands were able to achieve close to 45 percent of a base's annual training requirement in just four and a half days away from the job."

Officials noted as an example the fact that 234 Air Force personnel received necessary Occupational Safety and Health Administration safety certification at a cost of $1,500 whereas the same training at local bases would cost the government more than $60,000.

Colonel Byers added that the symposium minimized time away from the workplace and maximized "the quantity and quality of necessary training. This is definitely the right way for us to do business."

He said the training is geared toward Air Force military personnel working on their first or second assignment in the environmental career fields and noted that more than 80 percent of the students at the symposium were first-time attendees.

One of those was Staff Sgt. Jeff Linville of Randolph AFB, Texas. "I got some 'best practice' type training for safety, along with some basics about environmental issues," he said. "By mid week I was glad I attended because of knowledge gained from my colleagues in the environmental, legal and public affairs fields. Now, I really understand how this is a definite whole team effort."

Bruce Stephens, symposium deputy director, said Pittsburgh's selection for the meeting was due in part to the city's transformation, over the last 20 years, from one of the "the most environmentally challenged metropolitan areas in the U.S. to a model environmental city."

Information for this article was provided by Roger Williams, public affairs officer at ACC headquarters in Langley AFB, Va.

Center announces award of $6 billion contract package

AFCEE officials recently announced the awarding of the $6 billion in Heavy Engineering repair and Construction, or HERC, contract vehicle.

"This new vehicle is very important to our support of the Air Force mission and our customers around the world," said Paul Parker, AFCEE director.

The HERC, which is a multiple-award, indefinite delivery/indefinite quantity type package, has a five-year basic ordering period plus three additional one-year options.

Its initial ceiling of $6 billion has the ability to increase up to $15 over its lifetime.

HERC's basic ordering period ends April 30, 2011. Its maximum ordering period is eight years, with maximum time to fulfill orders ending April 30, 2017.

"The HERC source selection team worked very hard and did an outstanding job in getting this tool up and running," said Mr. Parker.

Solicitations began in August 2005 and were competed in April.

The team selected 20 firms to receive task orders under the contract package, with work to include design and construction of new facilities and infrastructure as well as remodeling and upgrading of existing facilities and infrastructure.

The firms are: Alutiiq Global Solutions, Anchorage, Alaska; AMEC Earth & Environmental, Plymouth Meeting, Pa.; Black & Veatch Special Projects Corp., Overland Park, Kan.; CDM/Cape Joint Venture, Cambridge, Mass.; CH2M Hill Facilities & Infrastructure, Inc., Englewood, Colo.; Charter Environmental, Inc., Wilmington, Mass.; Ellis Environmental Group, LC, Newberry, Fla.; and Environmental Chemical Corporation, Burlingame, Calif.

Also: Fluor Enterprises, Greenville, S.C.; Innovative Technical Solutions, Inc., Walnut Creek, Calif.; Jacobs Government Services Co., Pasadena, Calif.; Laguna Construction Co., Albuquerque, N.M.; and Lakeshore Engineering Services, Inc., Highland Park, Mich.

The other firms were: Parsons Infrastructure and Technology, Inc., Pasadena, Calif.; Perini Corp., Framingham, Mass.; Project Resources, Inc./Del-Jen, Inc. Joint Venture, San Diego; Shaw Environmental & Infrastructure, Inc., San Antonio; TolTest, Inc., Maumee, Ohio; URS Group Inc., Gaithersburg, Md.; and Weston Solutions, Inc., San Antonio.

"This set of contracts is not intended to do stand-alone environmental contracting or stand-alone design, but the contractor may provide support for environmental work incidental to construction efforts," said Kimberly Drake, supervisory contract specialist with the Acquisition and Contracting Directorate.

Other tasks may include demolition, repair and emergency response work.

"This contract tool brings several methods of construction together in one contract," Ms. Drake said. "This includes turnkey, design-build, design-build-plus and design-bid-build."

Added Mr. Parker: "Our customers will be very pleased with the results. Pending the protest period, these contracts should be available for task orders in the near future."

"This new (contracting) vehicle is very important to our support of the Air Force mission and our customers around the world."

– Paul Parker
AFCEE director

Iraq Update

Iraqi woman-owned, managed company building success

An Iraqi company called Al Idrak recently completed construction of a fuel point for the Basrah Defense Border Enforcement.

Nothing strange about that, considering that a number of Iraqi firms have been working in the reconstruction of the country. What is unusual, given the cultural differences in the Moslem country, is that Al Idrak is a women-owned company.

Although there are many firms in Iraq that employ women, including in management positions, Al Idrak is the rare one that is both owned and managed by a woman. The company has actually been in business since 1988, providing services to different industrial sectors in Iraq.

It specializes in civil engineering with expertise in oil, gas and water construction work.

Owned and managed by Iman Abdul Wahab, who previously worked for the Iraqi Minister of Oil in the Basrah area, Al Idrak has a design office in Baghdad, a construction office in Basrah and a Dubai office that provides logistical and material procurement support.

Last summer, AFCEE contractor Weston Solutions, Inc., invited Al Idrak to bid on the Center's fuel-point project in the Basrah area and later hired the company to provide supporting design services for an Iraqi Special Operations Forces project.

Al Idrak has since been successful in bidding on work for several buildings and now has more than $1 million in construction projects with Weston Solutions.

Company officials said that while their firm negotiated the design services with Al Idrak, the Iraqi company competed for all the construction work. Al Idrak's selection, they said, was based on the good work they do in a competitive market.

"Considering the difficult circumstances in Iraq it has always been very difficult to conduct and execute business in a professional way," said Mrs. Wahab. "Nevertheless, I have found in Weston Solutions a very good partner in executing contracts for Iraq reconstruction."

The businesswoman was present, along with other Iraqi subcontractors, at a reconstruction program management review held in Amman, Jordan, where she met with members of the AFCEE staff, including Lt. Col. Joseph Koizen, chief of the Environmental Contracting Division and Loralan Seiffert, contracting officer for all AFCEE's Iraq work.

(Courtesy photo) Iraqi businesswoman Iman Abdul Wahab (center) meets with (from left) Loralan Sieffert, Environmental Contracting Division contracting officer; Marlin Sweigart, Weston Solutions, Inc., vice president; and Lt. Col. Joseph Koizen, chief of the Environmental Contracting Division. The meeting took place in Amman, Jordan. Mrs. Wahab is one of the few women who own and run companies in Iraq.

Also present were American contractors and representatives from the State Department and the Multi-National Security Transition Command-Iraq.

The meeting took place in Jordan in order to "facilitate the attendance of the Iraqi subcontractors," said contract specialist Elizabeth Tijerina, who also attended the meeting. "It was great to meet them, and they expressed their thanks to the United States and especially AFCEE for helping them rebuild their country.

"We met Iman and three other young entrepreneurs who are gung ho about rebuilding Iraq. Iman was an inspiration," she added. "In a male-dominated society, she has accomplished things that people think were impossible. She has achieved success and is proud to be contributing in a positive way to rebuild her country."

Police complex completed

Despite location, no time lost or security-related incidents reported

AFCEE contractor TolTest, Inc., of Ohio, completed work on a $7.9 million police headquarters complex in Fallujah, Iraq, in March.

The installation includes a headquarters building, a vehicle maintenance facility, fuel supply and dispensing and electrical backup systems, steel guard towers, perimeter lighting and fencing with blast protection.

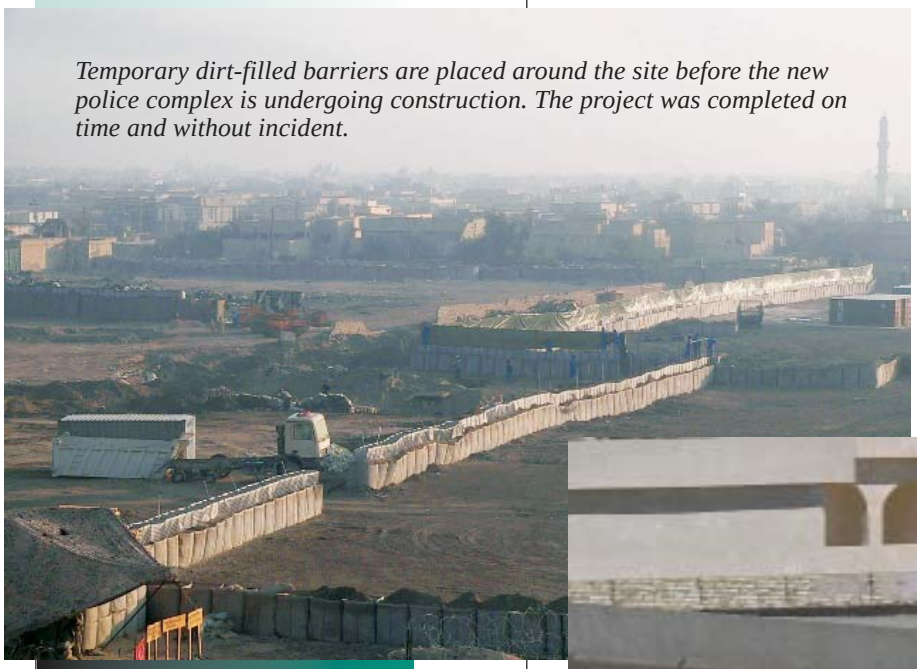
Roger Johnson, AFCEE team chief, reported that the four-month-long project "was finished on budget and with no time lost due to accidents or security-related incidents, despite the fact that Fallujah is located in an area in which insurgent activity is at a very high level."

Security at the worksite was "meticulous," he said. Entry points were established and movements of material and personnel closely coordinated with the security team, which was made up of third-country nationals so as to eliminate conversation between them and Iraqi police.

Other security precautions included strict controls enforced on use of cell phones, computers and other electronic devices.

A workers' camp, complete with kitchen, baths and bedrooms, was set up for the project and surrounded by temporary walls and barriers to protect the labor force. Laborers remained at the worksite for the project's duration to prevent smuggling of arms or explosives in the area, said Mr. Johnson.

Rapid project procurement and execution resulted in the work being completed in four months, "from ground clearing to key turnover, with a 100 percent customer satisfaction," he said.



Temporary dirt-filled barriers are placed around the site before the new police complex is undergoing construction. The project was completed on time and without incident.

(Courtesy photos)
Steel guard towers protect the new Fallujah police headquarters in Iraq, constructed by AFCEE contractor TolTest, Inc.

New pipeline brings water to Kirkush base

The new pipeline from Kirkush Military Training Base to Balad Ruz in Eastern Iraq has been completed and will begin delivering water as soon as the new pump house is up and running. Officials said they expect this to occur before summer when base water consumption is traditionally high.

KMTB is located in a desolated area near the Iraq-Iran border, where water is scarce and as vital as ammunition to the troops.

Even before KMTB was designated a training site for the new Iraqi Army, its strategic position had attracted Coalition Forces. U.S. troops had already set up a functioning camp at KMTB by April 2004, when AFCEE contracted ECC to renovate many of the facilities to meet the needs of anticipated Iraqi Army units.

Improvement began with utility upgrades. A reliable power source and distribution system was installed, as were wastewater collection and treatment facilities. A water treatment plant, reservoir, storage tower and distribution system also were constructed. The vital link for all of the latter were 16 kilometers of 16-inch high-density polyethylene pipe to connect KMTB to the Balad Ruz canal.

Digging began halfway between Balad Ruz and the base. Local guards monitored the area day and night, to protect workers, supplies and equipment.

The pipeline came to a standstill even as KMTB workers continued installing the water treatment and wastewater treatment plants. A smaller pipeline from Balad Ruz already supplied water, but with troop numbers expected to rise, base needs would soon outgrow the capacity of the old line.

Engineers went back to the drawing board. New plans called for the pipeline to be buried deeper than originally planned, to better protect it from explosives.

Initial plans called also for the pipeline to parallel the road, as the Iraqi government owns all land within 30 meters of roadways. But to better protect the pipeline and its workers, a new path was planned, away from the road and avoiding the town.

(Photos courtesy ECC)
A worker lets some of the water run out of a hose after the recent completion of a new pipeline at Kirkush Military Training Base in Iraq.

When work resumed, excavation began at the base end of the line, with security provided during the day to guard the workers and at night to protect equipment and materials. To prevent the possibility of explosives being planted and to keep security from being stretched too thin, excavators were not allowed to advance too far ahead of pipe fitters.

"During the winter rainy season, it was like excavating through Jell-O," said ECC project manager John Dordan. "We'd pump it out after the rains and try to excavate after it dried out."

While this work was progressing, a pump house beside the canal, newly built but not yet commissioned, had an explosive device planted inside. Deemed too unstable to deactivate, it had to be blown in place, along with the building.

As part of ECC's community outreach program, project manager James Margrave began the process that eventually led to a makeshift town that is home to some 20,000 migrant laborers across from KMTB being able to tap into the pipeline.

(Information for this article was provided by Elaine Eliah of ECC in Baghdad.)

Projects speed up to accommodate troops

Renovation and construction projects at Taji Military Base in Iraq were accelerated recently in order to expedite the housing of hundreds of Iraqi soldiers awaiting training.

Shortly after the renovation project started, U.S. Army Maj. Steve Wetmore, base engineer, and other military officials identified an immediate and urgent need for troop housing.

AFCEE contractor Washington Group responded by changing the project sequence and accelerating renovation of the barracks at the Engineer School, the Iraqi Army Service and Support Institute and the Regional Training Center and Academy.

Washington Group officials said that making these changes allowed more than 240 troops to be housed in the Engineer School area and another 240 in the Regional Training Center.

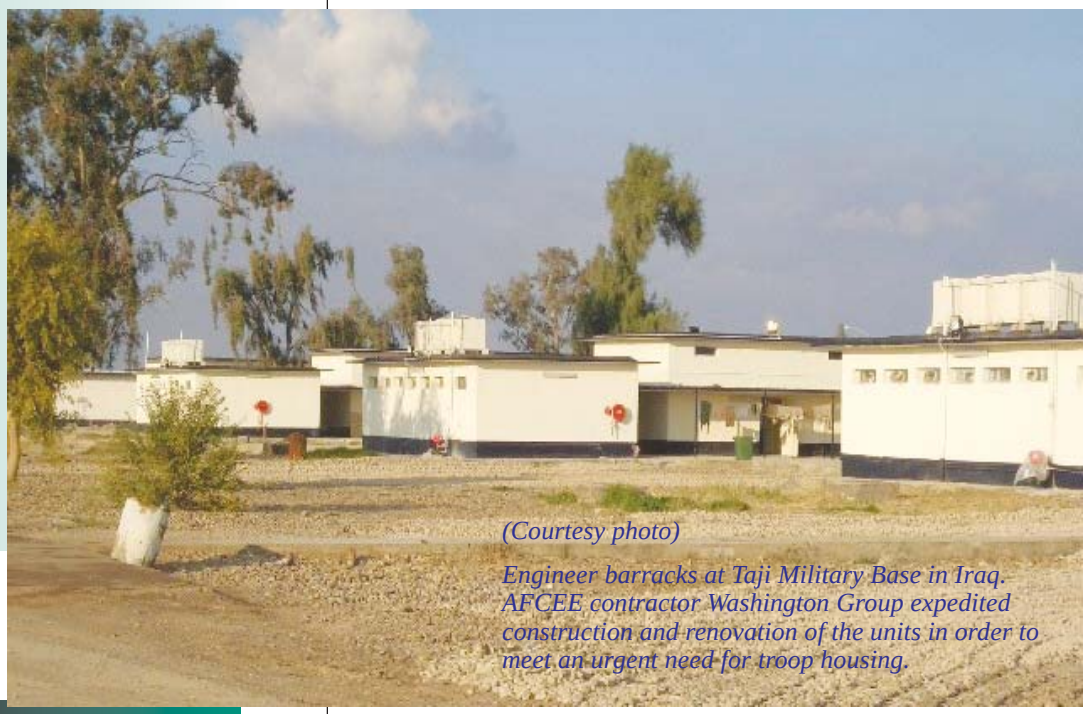
"In the (institute) area we accelerated the schedule for bathroom facilities to support the barracks and rapidly completed previously unfinished portions of other buildings to serve as troop housing," said Scott Whitney, project manager. "In total, over 800 Iraqi troops were housed earlier than had been planned."

In addition, Washington Group provided the use of its worker camp to temporarily house more than 120 Iraqi troops. The onsite camp provides accommodations for both Washington Group and subcontractor personnel.

"Working with our Iraqi subcontractors ALMCO and Nanocon, we were able to make the space available and alleviate the housing problem faced by AFCEE's customer," added program manager Paul Furst. "Our subcontractor partners deserve credit for rapidly completing the renovation activities."

He said also that the subcontractors had "reprioritized their workforce" and added more workers and skilled laborers in order to meet the housing requirements.

Army Maj. Edward Lindey, officer in charge of the renovations at the institute, said the "Washington Group has done a great job in helping early occupancy and going above what was required."



(Courtesy photo)

Engineer barracks at Taji Military Base in Iraq. AFCEE contractor Washington Group expedited construction and renovation of the units in order to meet an urgent need for troop housing.

Alliance providing better engineers

AFCEE contractor CAPE Environmental has formed an alliance with an engineering agency (unnamed for security reasons) at the University of Baghdad, one of the largest and oldest universities in the Middle East and internationally recognized for engineering excellence.

Through this alliance, CAPE has access to more than 500 multidisciplinary engineers throughout the country. To qualify to work on a CAPE project, applicants must have an undergraduate engineering degree and five or more years of professional engineering experience.

Using this arrangement, the firm has employed engineers on local worksites, which has proven to be an invaluable practice because of the strong and positive working relationships that have been formed with local governmental officials. These relationships are useful, too, since CAPE is working in some of the most unstable areas in Iraq, including Ramadi, Baqubah and the Abu Ghraib area of Baghdad.

Although Iraqi engineers assigned to projects are not CAPE employees, the company still includes them in its extensive training program, which includes instruction in the use of engineering and construction software; AUTOCAD; and quality control procedures, testing and processes.

CAPE officials say these engineers benefit their country by bringing economic benefits to their local communities and their new trade skills will assist them with future construction projects, even if these don't involve United States assistance.

Officials noted also that the alliance brings advantages to all the parties – the Air Force, the Iraqis, and CAPE— by developing better-trained, experienced and competent engineers readily available at a very competitive price.

Former political prisoner helping rebuild his country

By Elaine Eliah
Special to CenterViews

When Hoshiar Kamal won a bid to build a recruitment center in Sulaymaniyah in September 2004, his company wasn't the only winner.

"Hoshiar is one of the few construction owners who's on the job every day to see what's going on," said ECC project/ program manager Bill Upton, a construction veteran who has worked with dozens of Iraqi contractors. "If we had a problem, he dealt with it immediately. He got out there and fixed it."

The recruitment center was built not only in the allotted four months, but was completed without the drama that often accompanies business dealings in Iraq. When ECC was awarded a contract for a Department of Border Enforcement training academy in Sulaymaniyah, Mr. Kamal again came through with the winning bid and with flying colors, and then went out of his way to produce a quality facility worthy of his hometown's praise.

Mr. Kamal's diverse experience has included political prisoner – after falling out of favor with the Baath regime – banker, politician and Peshmerga, the term for the traditional Kurdish military force.

In the 1970s he had done some building work with his father, so his decision to start a construction company in 1998 wasn't without precedent. His timing however, turned out to be fortuitous. Mr. Kamal was able to ride the first wave of developmental construction work in Iraq, becoming involved with the United Nations Food and Agriculture Organization, World Health Organization, and Habitat program.

Perhaps his most astute business decision in those early days was recruiting Sardar Faiq right out of engineering school. Young, eager, and willing to go the distance, Mr. Faiq has progressed in five short years from engineer to partner.

"With Sardar, there's no Eastern-style hand waving and excitability," said Mr. Upton. "If you have a problem, he calmly listens and quietly gets the job done."

Since joining Mr. Kamal, Mr. Faiq has recruited a number of young and ambitious fellow graduates to work with a company that provides opportunity to grow along with the business.

When the DBE academy nearly tripled in size over the span of the contract, the company adapted seamlessly. That flexibility and persistence made Mr. Kamal a likely candidate when AFCEE and ECC were tasked to turn a shell of an old fort into a modern detention facility under extreme time constraints. One thousand detainees along with their guards were

scheduled to arrive in less than two months.

"The day we got the Fort Suse award we had steel on the ground for the cell enclosures," recalls Mr. Upton. "The next day, we had probably 400 workers report."

During construction, Mr. Kamal's firm employed 250 laborers and managed another 150 men subcontracted to plaster and paint. "We pay them well and provide three meals a day," said Mr. Faiq.

"My colleagues here said nobody can do the prison in eight weeks," said Mr. Kamal, a proud grin splashing across his face. "When one of them (his competitors) recently came to see the prison, he couldn't believe his eyes. The man said, 'Now when Hoshiar goes for a project we will step back'."

The Hoshiar Company has more than 500 employees working on the Sulaymaniyah site of AFCEE's Task Order 32, which involves seven different sites across four of Iraq's northern provinces. In addition to working with DOD projects, the company is working also on a hotel and a bank, both in the Sulaymaniyah area.

(Courtesy photo)
Hoshiar Kamal (center; looking dapper in his Italian suit) poses at a Sulaymaniyah worksite in Iraq with ECC employees (from left) Kurt Tucker, Brent Pernini, Stan Toney and Don Mowry. Now a successful businessman, Mr. Kamal, an ethnic Kurd, was once a political prisoner of Saddam Hussein's Baath regime.

According to Mr. Upton, Mr. Kamal is, "happy at the Turkish restaurant in Sulay or in an Italian suit butchering a lamb or grilling liver on the job site."

Italian suit and all, Mr. Kamal says he's happy to follow ECC wherever there's work, as long as it's not in Al Anbar.

Spending two years in a Ramadi prison is enough to turn anybody off about a place.

Elaine Eliah is a communications specialist based in Baghdad with AFCEE contractor ECC.

Writer serves as CenterViews 'foreign correspondent'

By Gil Dominguez

(Courtesy photo) Elaine Eliah, a communications specialist with AFCEE contractor ECC in Baghdad, is the CenterViews "foreign correspondent."

CenterViews readers may have noticed and read the articles in these pages about AFCEE's work in Iraq, written by Elaine Eliah.

Ms. Eliah is a communications specialist based in Baghdad with AFCEE contractor ECC. As such, she has become a regular contributor to *CenterViews*, and we are glad to publish her stories. Her work has appeared also in other Department of Defense news outlets. She is, in essence, a foreign correspondent, providing us with first-hand accounts of the great work that AFCEE and other organizations are doing in Iraq.

Calling herself a "nomad," the Niagara Falls, N.Y., native is a world traveler who has traversed the globe from Europe to Asia. She lived in Africa for four years and presently makes her home in Venice, Italy – although she confesses to speaking Italian only "somewhat."

Ms. Eliah, a graduate of the State University of New York and certified teacher of English as a second language, was working on Seattle tugboats before she began writing in 1991. "I had stories brewing in me that I had to get out," she said.

She was a good enough writer to get her short stories published, but beyond the reward of seeing her name in print, there was very little compensation. "I didn't make any money until I went to Africa," she said.

While on a trip to Uganda she wrote a travel story about a lake she had visited and sold it to a newspaper. She ended up staying in Uganda for four years.

"I found my niche in Africa," Ms. Eliah said.

That niche is "social marketing," which is communication with a message intended to change human behavior. She wrote plays, video scripts and even a radio soap opera dealing with AIDS prevention. "We actually did help the HIV transmission rate go down," said Ms. Eliah.

Her work was coordinated by Johns Hopkins University in Baltimore and funded by the U.S. Agency for International Development, or USAID. Her radio soap opera, which was on air for two years, was broadcast over four different languages. "I wrote it in English and they translated it into local languages," said Ms. Eliah. "Most people don't have television and can only get programs through the radio."

She first went to Iraq in 2004 after signing a one-year contract with the firm Kellogg, Brown and Root. Later, a friend who had worked at KBR with Ms. Eliah and had taken a job with ECC, suggested that she take a look at the job openings posted on that company's Website. "They were looking for a proposal and technical writer," Ms. Eliah related. "She (her friend) sent my name in."

She got the job which she said has "kind of morphed" into more than just proposal and technical writing. It now includes the stories that appear in *CenterViews* and other publications.

In addition to her work with ECC, Ms. Eliah writes also for Fodor's travel guides, does technical writing and translation and has worked for the Voice of America.

One of the benefits of working with ECC in Iraq is being able to take a few days of rest and recreation anywhere she wants. Ms. Eliah just returned from her second R&R, and this time the globe-trotter went to Thailand and Burma, now called Myanmar.

We at *CenterViews* hope she doesn't stray too far from her computer.

AFCEE Profile

By Gil Dominguez

Division chief's advice: Never stop learning

(Photo by Gil Dominguez)
The Technical Directorate's Jim Gonzales, (right), and Dr. Javier Santillan, (middle), confer with Maj. Gen. L. Dean Fox during the Air Force Civil Engineer's recent visit to AFCEE. Mr. Gonzales, chief of the directorate's Environmental Restoration Division, says a professional 'cannot afford to ever stop learning.' He himself holds degrees in science, engineering and business.

Jim Gonzales, chief of the Environmental Restoration Division of the Technical Directorate has two bachelor of science degrees, one in chemistry and another in microbiology; a master's in chemical engineering; and, to top it all off, an MBA.

Impressive for a man whose parents' education didn't extend beyond the elementary school grades.

The Corpus Christi, Texas, native said he was always interested in science. "As a kid I liked to watch the National Geographic Society specials on television," he says. "They were always fun to watch."

The first in his family to attend college, Mr. Gonzales got his undergraduate degrees from Texas Tech University in the West Texas city of Lubbock. After graduation he went to work for private industry in the state as a research chemist, including a stint with Reynolds Aluminum, Pittsburg Plate Glass Industries and a small uranium mining company.

When Mr. Gonzales was laid off from his last job he decided to go to graduate school. "It finally dawned on me that I was interested in engineering," he said, and having saved enough money from his previous employment to go to college fulltime, he enrolled at Texas A&I University, now Texas A&M University-Kingsville, earning a chemical engineering degree in 18 months.

He actually acquired two "masters": right before getting his MS he got married to his wife Diana.

She left school to follow him on his job trek to Houston where he went to work with a state air quality regulatory agency. His stay there lasted only one week. "How can I put this," he says carefully about his reason for leaving. "Having worked for several Fortune 500 companies before, I didn't think this group was serious about what they were doing."

Mr. Gonzales relates how he was thrown into the fray his first day without much preparation, and when he asked for guidance he was told to follow the "regs." When he inquired what those were, his chief pointed to a wall full of thick books loaded with regulations and said, "You're an engineer, now figure it out."

After leaving Houston he headed for Texarkana, Texas, and a position with the U.S. Army's Engineering Intern Center located at Red River Army Depot where he finished at the top of his class. His job focused on weapons systems reliability and quality engineering.

While there he decided to go for his MBA at East Texas State University in Commerce, with the Army picking up the cost of his business education.

From East Texas the young Gonzales couple decided to head west – very far west to a desolate spot in Utah the U.S. Army calls Dugway Proving Grounds where Mr. Gonzales worked with chemical and biological warfare-related systems. "It was definitely remote, but the work was equally challenging," says Mr. Gonzales.

However, it was a bit too remote for his wife, who was anxious to complete her college education. So heeding the advice of his wife's father, a former Army officer, they packed up and headed for San Antonio where Mr. Gonzales was hired as a reliability engineer at the former Kelly AFB.

Although he thoroughly enjoyed the job, he jumped at the chance to work with Raul Saenz, the chief scientist and engineer at Kelly. He then applied for and was accepted for a career broadening position with the Air Force Scientist

and Engineer Career Program across town at Randolph AFB.

Mr. Gonzales was there for almost four years and was set to return to Kelly, but, he says, "The job they described didn't sound very interesting. So they told me, 'Mr. Gonzales, you can find your own job.' And that's what I did."

That was 12 years ago, when he transferred to AFCEE to work with then-Lt. Col. Ross Miller, now a retired colonel, in what used to be the Technology Transfer Division of the Environmental Restoration Directorate. Mr. Gonzales said that Colonel Miller told him, "Jim, "this is the best job you are ever going to have."

Mr. Gonzales at first thought the division chief was being a bit presumptuous, but, as it turned out, he says, "He was right."

He diplomatically describes his present assignment as the "second best job" he has ever had.

Mr. Gonzales says he feels "blessed" to have the staff he has working with him, which he describes as dedicated, unselfish and totally professional people.

His small staff includes toxicologists, environmental engineers, chemists, hydrogeologists and environmental scientists. The division has four business lines: technology transfer, analytical chemistry support, performance-based management, or PBM; and remedial process optimization, or RPO.

The small group is also heavily involved in emerging contaminant issues; rapid site-characterization; geostatistical analysis; performance based contracting support and development of decision-support tools; and training.

Essentially, the division seeks ways to do environmental cleanup more effectively and at less cost.

Mr. Gonzales says that his organization has "a broad customer base" that increasingly includes internal customers, specifically the Major Command and Installation Support directorates, which have undergone deep cuts in their engineering and technical assistance support contracts.

In his personal life, the division chief is making sure that his children get a good start on their own educational careers. His oldest son, Jimmy, is attending the University of Texas at San Antonio where he is majoring in accounting and finance. Eric, his second son and a high school senior, has been accepted to Purdue University in Indiana and plans to major in electrical and computer engineering. He is currently taking evening computer technology courses at a local junior college. Not too far behind is daughter Analysa who will be starting high school next year and whose interests are an interesting mix – science and music.

Mr. Gonzales says he feels "blessed" to have the staff he has working with him, which he describes as dedicated, unselfish and totally professional people.

And his wife finally did finish her education after two years in San Antonio. She has a degree in business from Texas State University-San Marcos and is employed with the insurance giant USAA.

As for himself, Mr. Gonzales has no plans to stop his education any time soon. Currently he is completing Air War College as part of the Defense Leadership and Management Program, or DLAMP. "I tell my kids, 'Regardless of occupation, a professional cannot afford to ever stop learning, formally or informally,'" he says.

Tom Russell

An AFCEE 'original' bids farewell

Tom Russell first came to AFCEE in 1992 to serve as technical assistant of the new agency's Pollution Prevention Division and soon moved up to division chief.

Before being assigned here he worked in private industry for two years after graduating from the University of Alabama with a degree in civil engineering. Mr. Russell began his government career with the Air Force in 1980, first as civil design engineer and then base environmental engineer at the Warner Robins Air Logistics Center, Robins AFB, Ga.

Following overseas assignments to Kadena and Misawa air bases, Japan, he returned to Robins where he stayed for five years prior to his first stint at AFCEE.

Mr. Russell left the Center in 1993 for another assignment at Kadena and then Patrick AFB, Fla., before finally coming "home" to AFCEE ten years later.

He served first as technical assistant and then director of the Environmental Restoration Directorate. His last position was as director of the MAJCOM & Installation Support Worldwide – "The Blue Team" Directorate.

Mr. Russell retired in April after nearly 26 years of federal service. Following are excerpts from remarks he made at his retirement luncheon:

"Many thoughts ran through my head as I reflected on my Air Force career preparing for this day. It seems like only yesterday I was a design engineer at Robins AFB. Time passes fast when you're having fun, and I certainly have had fun for the last 25 and a half years.

"A little over 29 years ago while at the University of Alabama I was pondering what I was going to do after graduation. I was happy about the prospects of entering the engineering profession and wanted to be in construction somewhere. I also wanted to serve my nation in some capacity as my father had during World War II. I thought I would join the Army and be a combat engineer as he was. I wanted to experience military life and combat.

"That may seem strange considering we were at the end of Vietnam and I should have been anti-military and anti-war. I wasn't, so I went to the head of the ROTC at the university to explore the prospect of joining the Army and getting a commission as an officer. To my surprise I wasn't accepted because I had allergies and a little asthma. To put it in terms of the crusty old colonel I talked to: 'Son, we got too many lieutenants in the Army now, we sure don't need one with your problems.'

"I was crushed. That didn't work out, and as I look back it was certainly the best thing that happened to me. I still wanted to build stuff, so I joined International Paper Company in the construction and engineering group. I spent three and a half years building paper mills. I had a great job and gained very valuable experience. But I still had a yearning for public service.

"One night I was on the phone with some folks from Georgia, discussing my desire for public service. They suggested the Air Force. I thought,"Well, the Army wouldn't take me, why would the Air Force?' They said, 'No, be a civilian in the Air Force.' I didn't know I could do that. I got the number from the personnel office at Robins and called them. They sent me an application, and the rest is history.

"I have had an outstanding Air Force career. I have had the opportunity to work for some of our nation's greatest civilian and military leaders. I have seen the world and, ironically, have had the chance to experience combat and combat engineering. I have been fortunate to serve with the outstanding professionals in our civil engineer career field. I will miss the camaraderie and the CE family very much. I would have never had the experiences and served under great leaders if I had stayed in private industry. So, my heart is heavy with the thought of leaving, but personally and professionally the time is right.

"Five years ago I started my second tour at AFCEE. What an incredible experience. Who would have thought back in 1992 when we were standing up this organization that it would be recognized internationally for its accomplishments today. This organization represents the way we want all federal agencies to run. What has been created here is unparalleled in federal government. It is precious and must be preserved and replicated throughout the government."

Marcia Lindsey

Voice at the other end

By Gil Dominguez

"Director's office. Marcia Lindsey."

The voice that greeted callers to the AFCEE director's office for the past 11 years was slightly husky yet distinctively classy.

The woman behind the voice stretched out the last syllable of her last name until it sounded almost like a question.

Ms. Lindsey, secretary to four consecutive Center directors, retired in April after working for the Air Force for 21 years, 11 of those at AFCEE.

Her involvement with the Air Force, however, goes back further than that. She was an Air Force officer's wife for two decades, joining her husband on his tour of bases around the country and overseas. They had two daughters. One is now an accountant in Dallas and the other works for a San Antonio builder.

The couple's last assignment was to Texas. "We divorced two years after he retired and I decided to stay here," said Ms. Lindsey.

She lived in San Antonio at first but then bought land and built a home in Castroville, a quaint, historic little town 15 miles west of the Alamo City.

With two children to care for, the Kansas native went to work for the civil service when she was 41, an age when many employees are at the peak of their careers. "It was the first job I had since graduating from high school," Ms. Lindsey said.

She was a business major for two years at Washburn University in Topeka, Kan., before leaving to get married. "I married my high-school sweetheart, and after he was commissioned through ROTC I became an Air Force wife for 20 years," said Ms. Lindsey.

Her first appointment was in 1985 as a GS-4 secretary at the Drug Testing Laboratory of what is now the Air Force Institute of Operational Health.

Following a brief stint there she transferred to the U.S. Air Force School of Aerospace Medicine where she worked for three years. She was then promoted to GS-7 as secretary to the commander of the Air Force Office of Medical Support, a field-operating agency of the Office of the Surgeon General. She was there for one year and then returned to USAFSAM as secretary to the commander.

After ten years at Brooks she finally made the move to AFCEE in 1995 to work as a GS-8 secretary to the director.

"I was hired by Col. (Tom) Gorges but he left soon after that. I don't think it had anything to do with me," the former secretary joked. "So I worked for Mr. (Tony) Zugay and then Mr. (Gary) Erickson."

For the last few years of her career her boss was Paul Parker, the current AFCEE director.

"I'm so proud of AFCEE," she said. "I was always proud to tell people that I worked here. I had some really good bosses'– both Mr. Erickson and Mr. Parker were particularly great to work with."

During her 11 years at AFCEE, Ms. Lindsey said she had accumulated a lot of material. "When I went to clean out my desk I didn't know what was mine and what belonged to the office." But, the avid hunter added, "I was sure the deer horns were mine."

Asked if it seemed a bit strange not to have to make the commute from Castroville every morning, she admitted that at first it did, but she added facetiously, "It's funny how you get used so quickly to being at home."

Ms. Lindsey will now be able to spend more time with her companion Bill Glisson who recently experienced what she described as "a cardiac medical crisis."

When she decided to retire Ms. Lindsey said she initially fought off attempts by the rest of the AFCEE family to hold any type of special event to honor her service. She thought it would be "awkward." But, as she admitted, "Somebody convinced me that I should agree to one. I didn't want to seem like I was sneaking out because I was mad. I just didn't want anyone to go to any bother."

If there was any bother at all to the folks at AFCEE, it was having to say "goodbye" to a friend, even if to many of them she was only a voice at the other end of the line.

Duo receives Group Achievement Award

Environmental scientist Erica Becvar and toxicologist Dr. Doris Anders, both of the Technical Directorate, recently received a Department of Defense award for their contributions to the DOD Perchlorate Working Group.

The certificate was signed by William J. Haynes II, DOD general counsel.

In addition to DOD, the working group included members also from the U. S. Environmental Protection Agency; the National Aeronautics and Space Administration; the Department of Energy; the Office of Management and Budget; the Council on Environmental Quality; and the Office of Science and Technology Policy.

The Group Achievement Award recognized the organization's multi-year efforts that resulted in changing the recommended reference dose value for perchlorate contamination in drinking water from 1 part per billion to 24.5 parts per billion.

A part per billion is the concentration level equivalent to one microgram per liter of water. A microgram is one-millionth of a gram.

Perchlorate has been used by all the military branches and the space program for decades. It is widely employed as an oxidizer in explosives, pyrotechnics, rockets and missiles because it is the most stable, efficient and reliable material currently available for these uses. Its stability makes perchlorate the safest material for service people to handle and store, according to Defense sources.

Perchlorate has non-military uses as well. Dr. Anders said it is found in "blasting agents for highway and commercial construction and deconstruction, in fireworks and highway safety flares. It has also been found to occur naturally in arid regions of the world, such as deserts, and has been found in prehistoric ground waters of the U.S."

In the narrative justifying the honor, Defense officials wrote that "the significance of this result (change in recommended levels) cannot be overstated."

The 24.5 ppb level versus the 1 ppb will "save the Department of Defense as much as $10 billion in environmental cleanup costs, and the numbers of sites that might require cleanup may be reduced by orders of magnitude," according to the narrative.

The 1 ppb recommended concentration level was first proposed several years ago by the U. S. Environmental Protection Agency. The DOD team, however, viewed this recommendation as resulting from "flawed analysis."

This was after DOD, based on the team's work, had developed the database necessary for the EPA to determine if perchlorate should be regulated under the Safe Drinking Water Act and, if so, at what levels.

The group, however, was determined to "set a defensible human, risk-based safe level for perchlorate in water," said Dr. Anders. So after critically evaluating all existing data and available studies on perchlorate, the group asked the National Science Foundation of the National Academies of Science for an independent review.

In its report, the organization validated the positions developed by the working group and recommended the 24.5 ppb level.

Officials said that by showing that the EPA had "grossly overstated the risk to human health from perchlorate," the team had "preserved DOD's continued access to perchlorate for use in its weapons systems – a result critical to the safe handling and use of our weapons systems."

The award narrative concluded that "this unique and dedicated team of professionals from throughout the Department of Defense demonstrated that they were unwilling to accept anything but sound science as the basis for the regulation of perchlorate."

(Photo by Gil Dominguez)
Dr. Doris Anders, left, and Erica Becvar hold the certificates they received from the Department of Defense for their contributions to the DOD Perchlorate Working Group.

Planner makes conference presentation

AFCEE community planner Don Kellogg, was a presenter at the 40th Anniversary Conference of the Florida State University Department of Urban and Regional Planning held in February in Tallahassee.

The theme of two-day gathering was "Planning Globally, Planning Locally."

Mr. Kellogg, who holds a master of science degree in planning from Florida State, spoke on "Challenges of Base Planning in the U.S. Air Force."

In his presentation he talked about some of his experiences as an urban planner in an Air Force career field dominated by engineers and architects.

Mr. Kellogg was an active-duty officer for ten, years, from 1973 to 1983, and for the last 14 has been a civilian Air Force employee.

He said the emergence of the community planner position within the Air Force civil engineering career field came about because of the serious encroachment problem around airfields beginning in the early 1970s.

An urban planner could bring to the table his or her perspective on zoning, subdivision regulations, aviation easements and other issues, said Mr. Kellogg.

Today, this perspective is covered in the Air Force's and DOD's Sustainable Installations Initiatives and Natural Infrastructure Capabilities and Requirements Management (NICRM) policy directives, he said.

Mr. Kellogg attended also the 12th Annual Federal Planning Workshop held in April in conjunction with the national meeting of the American Planning Association in San Antonio.

He said the workshop "offered an excellent opportunity to network with both DOD and other federal agency planners to learn about new initiatives and on-going successful federal planning programs."

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>
> *Don Kellogg*
> *AFCEE community planner*

The planner noted in particular the latest DOD policy regarding the purchase of conservation easements to counter encroachment. Congressional legislation authorizes the military to cooperate with private entities and state and local governments to set aside land near military installations to serve as buffer zones and reduce urban encroachment, he said.

Also at the workshop, AFCEE was recognized for its role as contracting agent for the Planning Excellence Award given to Woolpert, Inc. The contractor prepared the Hurlburt Field, Fla., General Plan Environmental Assessment.

Feature

Donated computers earn director 'Mr. Cool' title

Question: Why did the spider log on to the computer?

Answer: To find a Website.

That was a joke included in a letter to AFCEE written by a little girl named Andrea, a student at San Antonio's New Frontiers Charter School, which enrolls students from kindergarten to the eighth-grade.

She and other children wrote thank-you notes to the AFCEE director for equipment the Center donated to New Frontiers under the Department of Defense's Computers for Learning program, which allows the excess hardware to be transferred to eligible elementary and secondary schools and other minority educational institutions in the United States.

AFCEE management analyst Lucy Mehlen contacted the school to offer the equipment.

Twenty-two of the Center's donated computers are in the school's computer lab and two more in each classroom. Two other former Brooks computers in the front office make up the "parent portal." "That's for parents who don't have computers or Internet access at home, so they can access their children's grades whenever they want," said Eric Gebhardt, New Frontiers business and operations director.

In her own letter to AFCEE, technology teacher Heather Brumage wrote that, "You have done a wonderful thing. I am so grateful that programs like this exist. I often hear of companies throwing their"outdated equipment' in the trash – they just don't realize how many people they can help. But you do, and we are so thankful."

She added that many students in her school do not have phones at home, "much less a computer. Often, school is where they are introduced to technology. With the constant technological advances, it is imperative that we keep our students up-to-date (or) at least introduce (them to) effective computer skills for the benefit of their future."

In the computer lab, each student has access to a PC and learns the Microsoft Office applications as well as how to navigate the Internet and use Web browsers.

New Frontiers, located in a largely working-class Hispanic neighborhood, was founded in 1998.

"We're funded similar to traditional public schools although we don't have the tax-based dollars we can tap into nor do we have the ability to go out for a bond for technology equipment," said Mr. Gebhardt, who has been at New Frontiers for six years. "So, essentially, we're not funded for facilities and technologies."

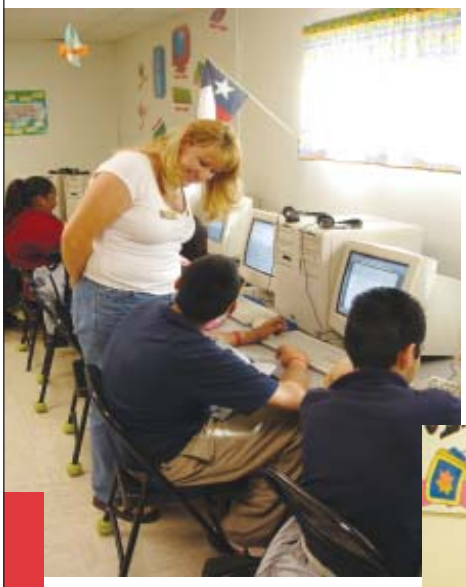
The school does has a separate technology allotment, but that totals only about $16,000 a year – hardly enough to make a dent in the demand for constantly changing technology. "So we have to be creative in what we do to provide equipment for the kids." he said.

When a computer needs minor repair, it is usually Mr. Gebhardt who is up to his elbows in components.

In addition to PCs, the school has need also of peripherals such as printers and scanners as well as digital cameras, said Ms. Brumage.

Now in her third year at the school, the teacher has seen the benefits of Computers for Learning. "I think without programs like this, a lot of schools would be without," she said. "I don't have enough good things to say about it."

Or as student Jesus wrote in his letter: "You are Mr. Cool, man. Thank you."



(Photos by Gil Dominguez) New Frontiers Charter School technology teacher Heather Brumage helps a student in the computer lab. AFCEE has donated old computers to the school under the Department of Defense's Computers for Learning program.

Eric Gebhardt, business and operations director, stands in front of the two computers that make up the "parent portal" at the New Frontiers Charter School. The AFCEE-donated PCs are used by moms and dads to check on their kids' grades.

Letter from a student thanking AFCEE for computers donated to New Frontiers Charter School.

People at the Center

Retirements

Lt. Col. Daniel L. Welch, director of the Base Conversion Directorate, retired from the Air Force in January following a 23 federal career.

A native of Kansas, he graduated from the University of Kansas at Lawrence with a bachelor's degree in mechanical engineering in 1975.

After graduating from college he went to work in private industry, including jobs with the CITGO Petroleum Corporation in Houston and the Nissan Motor Company when the firm was building a new truck plant in Smyrna, Tenn.

Just before accepting the position with Nissan, Colonel Welch had applied to the Air Force Medical Service and later was offered a direct commission as a second lieutenant, which he accepted in 1982.

The colonel then spent two and a half weeks at Sheppard AFB, Texas, for Medical Service Officers indoctrination before reporting to his first assignment at Fairchild AFB, Wash.

He continued his career with assignments at Brooks AFB from 1986-1988; the University of Kansas, where he received a master of science degree in environmental health engineering under the Air Force Institute of Technology, 1988-1990; Tinker AFB, Okla.. 1990-1994; AFCEE, 1994-1999; the Defense Logistics Agency, Fort Belvoir, Va., 1999-2004; and AFCEE, 2004-2006.

David Cole received the Outstanding Civilian Career Service Award upon his retirement recently after 38 years with the Department of Defense.

His last assignment was as a project manager with the Privatization Division of the Housing Directorate.

Mr. Cole began his civil service career in 1967 shortly after graduating from Clemson University with a bachelor of science degree in engineering. His first assignment was as a general engineer at the Charleston Naval Ship in South Carolina.

After seven years there, Mr. Cole transferred to the Southern Division of the Naval Facility Engineering Command in Charleston, working on project development and execution of Navy and Air Force military construction projects at multiple bases.

During this period, Mr. Cole earned a master of business administration degree at The Citadel in Charleston.

In 1989, Mr. Cole became project manager for Air Force MILCON construction at Strategic Air Command Headquarters, Offutt AFB, Neb. In this position he coordinated with the U.S. Army Corps of Engineers and Naval Facilities Command representatives to successfully complete many projects.

Mr. Cole came to AFCEE in 1992. As a project manager he managed the design, contracting and construction of multiple Air Force family housing and medical MILCON projects at various bases. One notable project was construction of the $75 million, state-of-the-art Air Force and Veterans Administration hospital at Nellis AFB, Nev.

Beginning in 2003, Mr. Cole worked exclusively on Air Force housing privatization. The citation that accompanied his Outstanding Civilian Career Service Award noted that "his attention to detail, ability to garner commitment from others, understanding of a dynamic program and dedication to his chosen goal was paramount in the successful completion of a 606 housing unit project at Moody AFB, Ga., as well as projects of similar scope at six other Air Force bases."

In addition to his civilian education, Mr. Cole graduated also from the Air War College, Air University Associate Seminar Program at Maxwell AFB, Ala., in 1994.

Honors

Ben Kindt of the Major Command and Installation Support – Gold Team Directorate, has been named the Air Force's Bioenvironmental

Engineering Civilian of the Year. The award was presented by Brig. Gen. William Germann, Air Force Materiel Command Surgeon General, on behalf of the Air Force Surgeon General.

Officials said Mr. Kindt, program manager in the Mobility Support Division, was honored for his leadership skills and job performance.

Examples of both of these traits included his leadership of a 20-person branch that executed 56 active projects and a $13 million worldwide program that had a direct mission impact on 75 bases.

Mr. Kindt led also antiterrorism vulnerability and water assessments at a number of bases and oversaw the discovery of 277 unsafe water system connections at a base, resulting in $380,000 worth of upgrades.

Promotions

Roger Lozano, Jr., PE, technical assistant in the MAJCOM & Installation Support – Gold Team Directorate, was recently promoted to the rank of colonel in the Air Force Reserve. He is the commander of the 433rd Mission Support Group at Lackland AFB, Texas.

The group, which consists of about 1,000 personnel, provides communications and computer systems, civil engineering, logistics readiness and other support services to the base's 433rd Airlift Wing.

Mr. Lozano has 23 years of active and Reserve military service, beginning with his graduation from the United States Air Force Academy with a bachelor of science degree in civil engineering in 1983.

Throughout his active-duty and Air Force Reserve career, Mr. Lozano has served in a variety of tactical and strategic support functions as a civil engineer officer and commander.

In addition to his bachelor's from the Academy, he holds also a master of business administration degree from Our Lady of the Lake University in San Antonio and has completed Squadron Officer School, Air Command and Staff College and Air War College.

Mr. Lozano's military awards and decorations include the Meritorious Service Medal with two oak leaf clusters, the Air Force Commendation Medal with two oak leaf clusters and the Master Civil Engineer Badge.

Maj. Gen. L. Dean Fox on a visit to AFCEE is briefed by John Lahue, (left) budget officer, as David Holguin (center) looks on.

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(Courtesy photo)
Aurora Military Housing units at Elmendorf AFB, Alaska. AFCEE is the Air Force's Military Housing Privatization Center of Excellence. See stories beginning on page 6.